



**Staffs Moorlands Performance & Customer Feedback Report: April to Dec 2018/19 (Q3)**

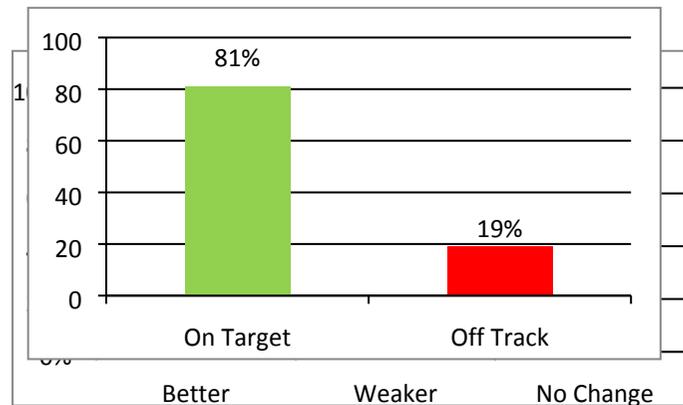
## Staffordshire Moorlands Q3 Summary

The following report provides Councillors with an overview of performance at Staffs Moorlands for the period April to December 2018 in relation to the Council's corporate plan priorities and the associated performance targets and projects. The report also provides an overview of the results from the Council's customer feedback system in terms of how we handle and learn from complaints and the level of comments and compliments.

### Performance Overview

There are 113 'monthly', 'quarterly', and 'annual only' reported performance measures at Staffs Moorlands - four more than last year. The chart below shows the results for quarter three against 36 indicators and shows a 6% improvement on Q2. The actions being taken to address the 'off track' measures are detailed at the end of this report.

The report also provides an update on the progress of key projects that contribute to the priority actions outlined in the revised 2018-2019 Corporate Plan. The table below right explains the colour coding used to describe the current status of these projects / actions.



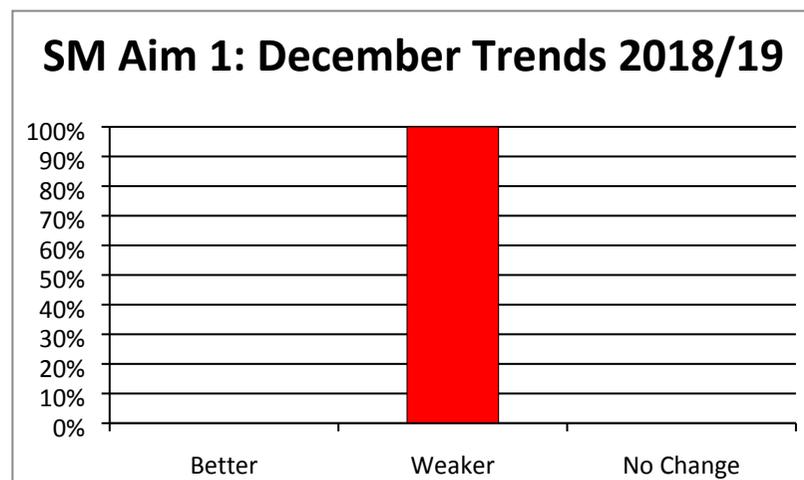
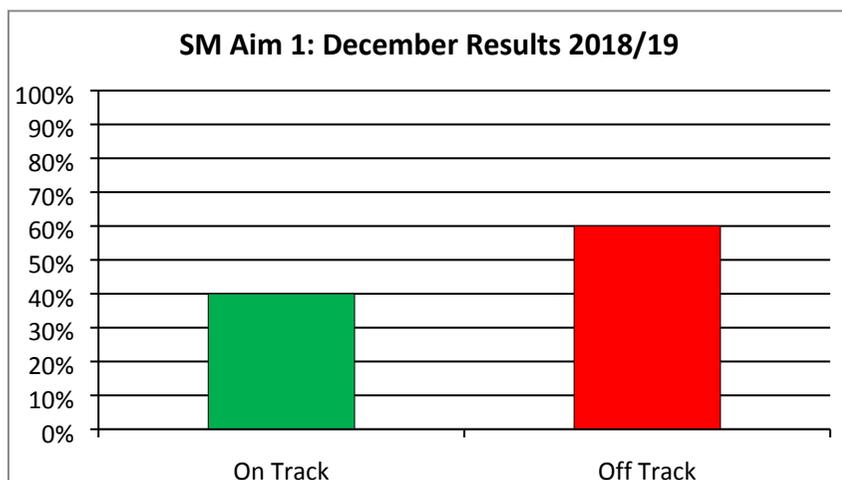
	Off Track
	In danger of going off Track
	On Track
	Not yet started / Decision awaited
	Complete / Closed

### Customer Feedback Overview

At the close of Quarter Three, 70 Stage 1 complaints had been received, which is a significant reduction on last year. Repeat complaints stand at only 1% and performance in handing complaints in 10 days is ahead of the increased target.



## ***Aim 1: Help create a safer and healthier environment for our communities to live and work***



The high proportion of 'off track' measures under Aim One relate to three PIs: Benefits claims and change of circumstance processing, and households in temporary accommodation – albeit by only one case. Processing times are improving but with the introduction of Universal Credit there has been a reduction in the number of new claims which is affecting our ability to significantly reduce the average annual processing times.

The homelessness PI has now been reviewed to ensure it is meaningful and now measures the percentage of cases resolved without progressing to a full homeless case. This measure has now replaced the previous measure of the percentage of cases prevented under the homelessness reduction act.

### **Celebrating Success:**

At the close of December 2018 the following performance indicators outstripped their targets:

- ✓ Level of external funding awarded for sport and physical activity
- ✓ Homeless cases resolved

## Corporate Priority Actions – Progress Highlights

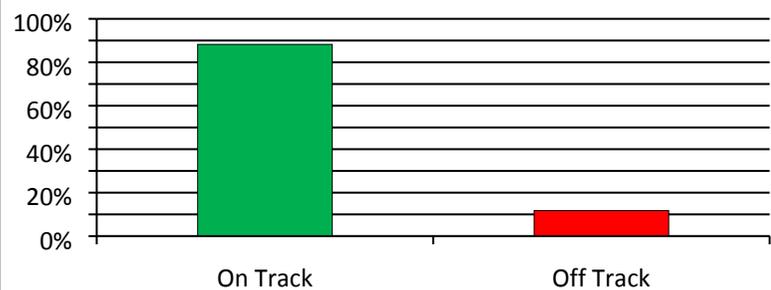
Priority Action	Status	Commentary – December
Help to ensure, through the scrutiny work programme, that partner service provision, particularly health provision for the elderly, is effective		<p>The Health O&amp;S Panel met on the 12th September 2018 at which a representative from the Midlands Partnership NHS Foundation Trust was in attendance to explain to the Panel the recent changes to diabetic eye screening.</p> <p>Members also received a presentation from the North Staffordshire Combined Healthcare NHS Trust regarding support for children with eating disorders.</p> <p>The panel discussed the current situation with Leek Moorlands Hospital and decided that a working group should be established to look into dementia care.</p> <p>At the request of members, two additional items were added to the work programme: to invite Changes (a mental health charity) to a meeting and the Midlands Partnership NHS Foundation Trust in relation to social care.</p> <p>The next meeting will be held on 13<sup>th</sup> February.</p>
Undertake detailed process benchmarking with high performing / low cost councils with a view to identifying value for money improvements for Housing Benefit processing		New benchmarking packs issued 20th July identifying low cost/high performing authorities for investigation by Manager.
Ensure the Council is compliant with the requirements of the new Homelessness Reduction Act		Activities are on track as identified in the Action Plan. The temporary accommodation initiative for Staffordshire Moorlands has been approved by members and work will now progress with this.
Implement the Council's new sport and physical activity strategy and carry out research into nil cost facility provision being achieved by other councils; in order to achieve improved health and value for money outcomes		Staffordshire Moorlands: A progress report on the delivery of the Council's Strategy for Physical Activity and Sport was presented to members of the Council's Service Delivery O&S committee on the 26th September. Members noted and approved the progress being made with the delivery of the strategy. An assessment and report on the operation and future provision of the Council's leisure facilities was completed by specialist consultants FMG in and this has been presented to

Priority Action	Status	Commentary – December
		AMT. Part of this report included benchmarking and analysis of performance of public leisure facilities with other comparable local authorities. This work and information will inform the Council's decisions on future leisure provision. The contract extension report for Staffordshire Moorlands was presented to Cabinet in December, the next steps will be to finalise the legal documentation supporting the contract extension.
Complete the review of the CCTV system and implement the agreed recommendations		A report was considered at the Community Overview & Scrutiny Panel in January and the approach by Cabinet at its February meeting. New arrangements for monitoring will commence from May 2019.
Develop a strategy for further development of affordable and specialist housing		Continuing to review options for the future of Ascent.
Work with Staffordshire County Council and other partners to ensure an effective partnership with central government		Links to strategic partnerships project above.

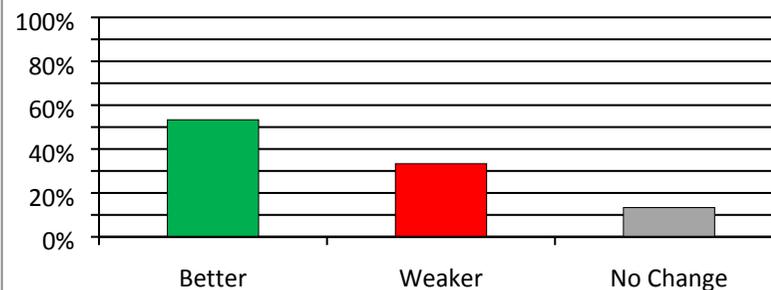
## ***Aim 2: Meet financial challenges and provide value for money***



### **SM Aim 2 : December Results 2018/19**



### **SM Aim 2 : December Trends 2018/19**



Aim two is performing strongly with the vast majority of measures on track and over half performing better than last year. The only 'off track' measures relates to invoice processing and procurement activity on the forward plan.

### **Celebrating Success:**

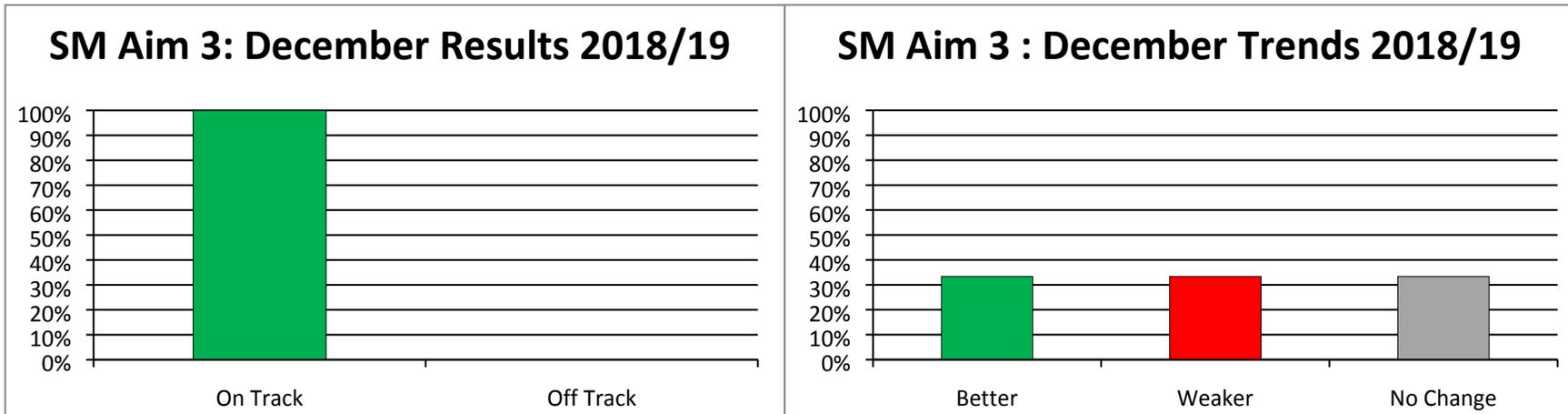
At the close of December 2018 the following performance indicators outstripped their targets:

- ✓ FOI requests
- ✓ Channel shift and social media followers
- ✓ Repeat complaints and complaint handling
- ✓ IT systems and network availability
- ✓ Sickness absence levels
- ✓ Internal audit recommendations implemented

Priority Action	Status	Commentary – December
Deliver the Channel Shift Programme		<p>The digital portal is on track. CGI are now working on the digital strategy which will be presented to the Board. This will inform the Channel Shift programme for 2019 onwards.</p> <p>E billing: a requirement specification has been sent to IEG4 for comment.</p> <p>The phase 2 Full Business Case has been taken to channel shift board, funding/ budgeting requirements for the Collective system are required from finance before progressing. PID has been provisionally approved, awaiting confirmation to move forward.</p> <p>A full Channel Shift Programme review is to take place in line with the Digital Strategy. A workshop is to be arranged at the beginning of January. Northgate are going to identify the requirements going forward.</p>
Provide advice and support for residents affected by the rollout of Universal Credit across Staffordshire Moorlands in 2018 in order to help ensure a smooth transition to the new system		<p>We are continuing to review and upskill staff to deal with complex cases as they arise and are meeting with CAB to agree the referral process and improve partnership working. We are also visiting other organisations to look at best practice and move forwards positively.</p>
Continue to embed good information management practices through the ASSURED framework		<p>The Assured framework is regularly publicised via ‘Keeping You Informed’ and staff are encouraged to report data breaches. The GDPR action plan is on track, progress is monitored through the Information Governance Group.</p> <p>A number of training sessions have taken place to help key staff comply with GDPR, with further sessions planned for staff requiring in depth training and online training for all other staff.</p> <p>Information Asset Registers are progressing across service areas and Protective Marking briefing sessions are taking place with teams as required.</p> <p>Our approach to Data Protection Impact Assessments has been reviewed following training and will be integrated into procurement and project management processes.</p>
Develop and implement a plan to identify new and innovative ways of generating income		<p>All income generation challenge meetings have been completed and a target has been included as part of the new efficiency and rationalisation strategy 2017/18 – 20/21.</p> <p><b>Commercial properties</b> - Industrial Units refurbishment work completed and last units due to be re-let. Agent engaged for lease renewals and rent reviews, 3 lettings</p>

Priority Action	Status	Commentary – December
		<p>have now been completed. Commercial leases are being reviewed.</p> <p><b>Fees and charges</b> - Next review for 2019/20 budget setting/MTFP. Cash-up against efficiency target to be undertaken during 2018/19.</p> <p><b>Advertising/Sponsorship</b> - Community Partners Ltd have confirmed that the start date for the project consultancy piece is Tuesday 20th November.</p> <p><b>Affordable Housing</b> - Continuing to review options for the future of Ascent.</p> <p><b>Empty Homes</b> - The working group meeting took place on 11th October and agreed an approach for working with EPIC housing association to utilise Affordable Homes Programme funding to target empty properties in Staffordshire Moorlands. Coinciding with national empty homes week, press releases promoted the scheme and letters will initially target empty property owners in Biddulph East, Cheadle North East, Leek North and Leek East.</p>
<p>Refresh and implement the Asset Management Plan, including a review of public estate, and ensure adequate facilities management arrangements are in place</p>		<p>Facilities Management: An agreement to extend has been made with DCC until 31/03/2019.</p> <p>Corporate and other relevant policies have been fed through to CIPFA for the Asset Management Plan. Team members have met with CIPFA regarding the compliance audit and we await the report.</p>

**Aim 3: Help create a strong economy by supporting further regeneration of towns and villages**



The Council has all of its Planning targets on track as at the close of Quarter Three, including 100% of ‘major’ applications determined on time.

**Celebrating Success:**

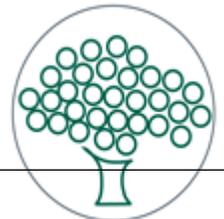
At the close of December 2018 the following performance indicators outstripped their targets:

- ✓ Major, Minor and other planning applications processed on time
- ✓ Major and minor developments allowed on appeal

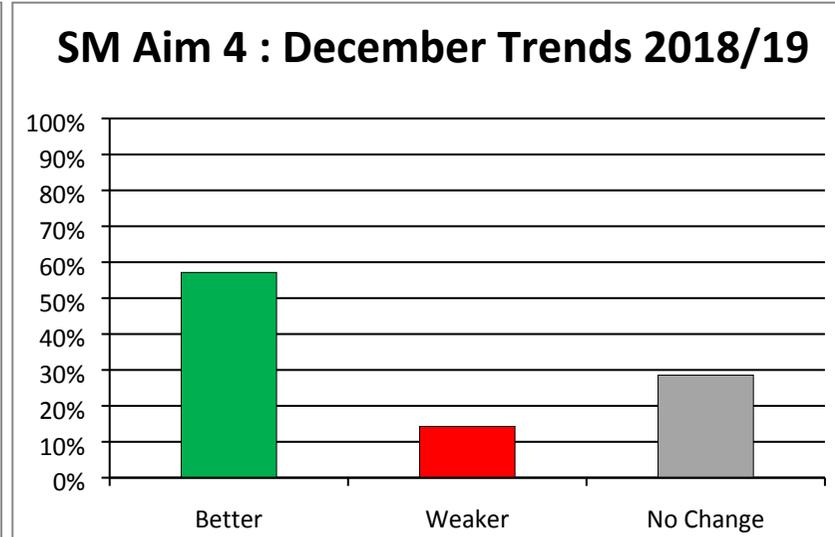
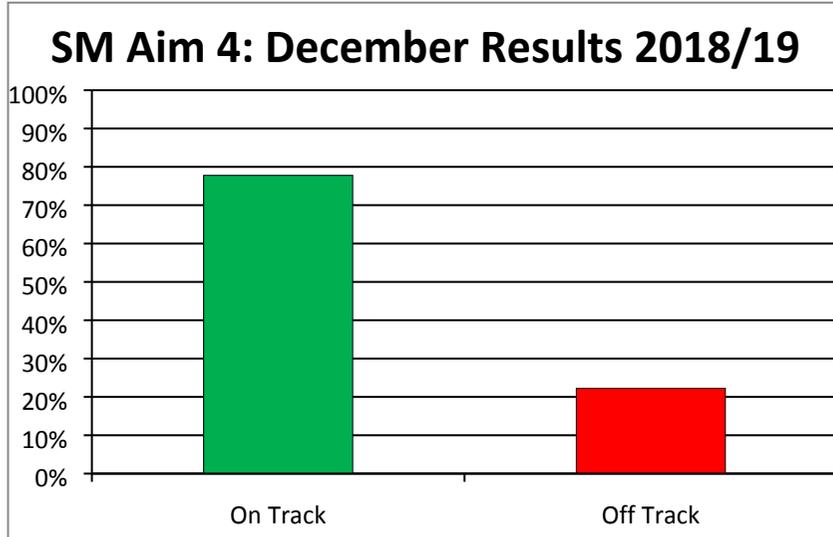
## Corporate Priority Actions – Progress Highlights

Priority Action	Status	Commentary – December
Undertake detailed process benchmarking with high performing / low cost councils with a view to identifying value for money improvements for Planning application processing	On Track	New benchmarking packs issued 20th July for investigation by Manager who is discussing the matter with the authorities that come out as low cost and high performance.
Implement the town deal in Biddulph in partnership with Biddulph Town Council	On Track	The draft stage 1 report (assembly of baseline information) has been completed and reviewed; a revised version was issued in November. The project started later than anticipated due to a lack of tender returns via the HCA framework. Work tendered for open procurement resulted in numerous bidders and a revised project timescale has been agreed.
Support the development of Cornhill and improved rail links	At Risk	Discussions commenced regarding a potential joint venture between SMDC and the landowner and developer of an adjacent site to deliver both Cornhill West (outline pp) and Cornhill East (SMDC ownership). A meeting has been scheduled with Homes England to explore additional support. The whole site Masterplan is now complete. A bid has been submitted to LGF and the outcome is expected early in 2019.
Develop and implement plans to extend the public market operations	On Track	<p>In light of the additional works which have been requested and delays caused by the roof light supplier, the revised work programme for the Butter Market is now expected to be completed in February 2019.</p> <p>The wider market improvement strategy is progressing well and Councillors continue to be updated on a monthly basis.</p>
Develop a master plan for the Leek Mill Quarter	At Risk	The Leek Mill Quarter masterplan is not being commissioned at present as the sale of the Social Services building and the new ownership of London Mill means that the private sector will lead on this.
Support the development of the former Churnet Works site in Leek	On Track	New industrial units on Sainsbury's site (Churnet works): LEP funding is agreed towards the purchase cost. The external valuation report is now complete and will be considered internally before a report is prepared.
Submit the Draft Local Plan to the Planning Inspector by the end of June 2018	At Risk	The hearing sessions are now complete. The adoption of the Local Plan in line with the timetable depends on the Inspector's capacity to draw his conclusions on time and whether he believes that further hearing sessions are required. The post hearing advice is due within the next month and could constitute a slippage of around a month. Timescales are also dependant on whether approval is required by

Priority Action	Status	Commentary – December
		Council Assembly to consult on the main modifications to the plan.



## Aim 4: Protect and Improve the Environment

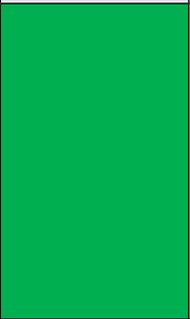
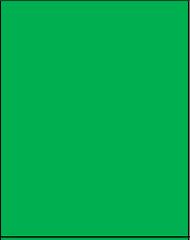
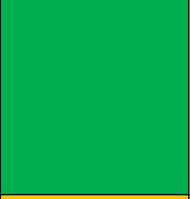
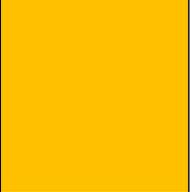


Performance is strong under aim four with the only off track areas being the estimated waste recycling and residual waste tonnages, which were adversely affected by the dry summer.

### Celebrating Success:

At the close of December 2018 the following performance indicators outstripped their targets:

- ✓ Missed bins
- ✓ Fly-tipping incidents
- ✓ ASB enforcements
- ✓ Paper consumption

Priority Action	Status	Commentary – December
<p>Successfully deliver Phases 2 and 3 of the transfer of services to Alliance Environmental Services Ltd, our new joint venture company, to deliver waste, streets and ground maintenance services on behalf of the Council in order to achieve improved performance and value for money outcomes.</p>		<p>Awaiting confirmation of phase 3 go live date in order for the consultation process to commence.</p> <p>Collective business case is also awaiting financial evaluation to be fed into the mid-term financial plan.</p>
<p>Establish a developer open space contributions plan</p>		<p>An Open Space Audit and Playing Pitch Strategy has been completed and forms part of a wider Developer Contributions SPD (Supplementary Planning Document). The intention is to contract this work out to a consultant and the draft specification is now being developed. The tender will be advertised in January 2019 with a view to an appointment being made in February. Following consultation, the SPD should be adopted by the end of 2019.</p>
<p>Make Improvements to the Tean Road Recreation ground in Cheadle</p>		<p>Design stages with the preferred skate park contractor have commenced. A consultation event with local young people took place in November with the contractor present. Quotations for the tennis court, mega fencing and toddlers play provision have been received and have been authorised by CTC. A programme for installations has been agreed.</p>
<p>Identify and implement an approach to reduce the cost of country parks</p>		<p>There remains a significant volume of work to be completed in relation to the estate/property matters and related legal documentation. Progress has been slow with SOTCC in recent months; we require their support to transfer the freehold and related tenancies and cannot fully complete the project without this aspect being completed.</p>
<p>Develop a plan to improve Brough Park with Heritage Lottery Fund support</p>		<p>The construction of the skate park is on schedule and anticipated completion is the end of December (weather dependent).ROSPA inspection was scheduled for 7<sup>th</sup> December. Planning permission will be required for the floodlighting and the contractors are handling the application.</p>
<p>Reduce the Council's energy consumption and associated costs (through the Asset Management Plan)</p>		<p>Corporate and other relevant policies have been fed through to CIPFA for the Asset Management Plan. Team members have met with CIPFA regarding the compliance audit and we await the report.</p>

## Customer Feedback

### Complaints

The Council received a total of 70 stage one complaints across 14 service areas during the period Apr to December 2018.

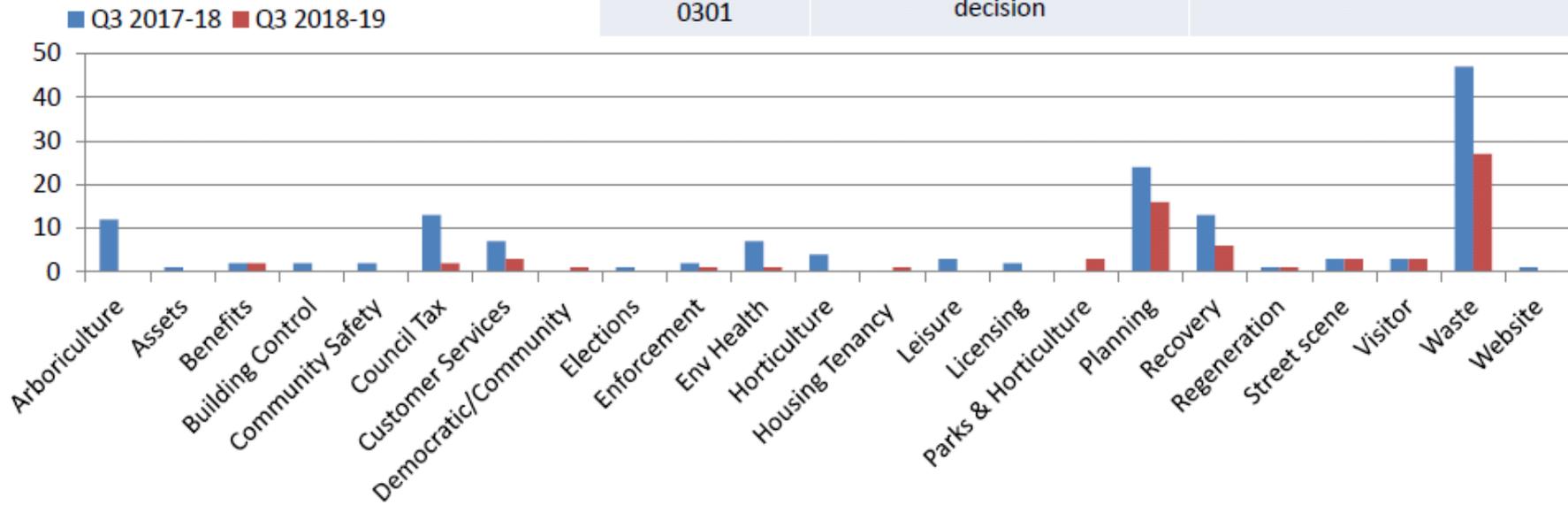
This is a decrease compared to the same period last year when we received 150 complaints.

Waste received the greatest proportion with 27 complaints (38%) Details are shown in the graph below:

## Stage 2 & 3 Complaints

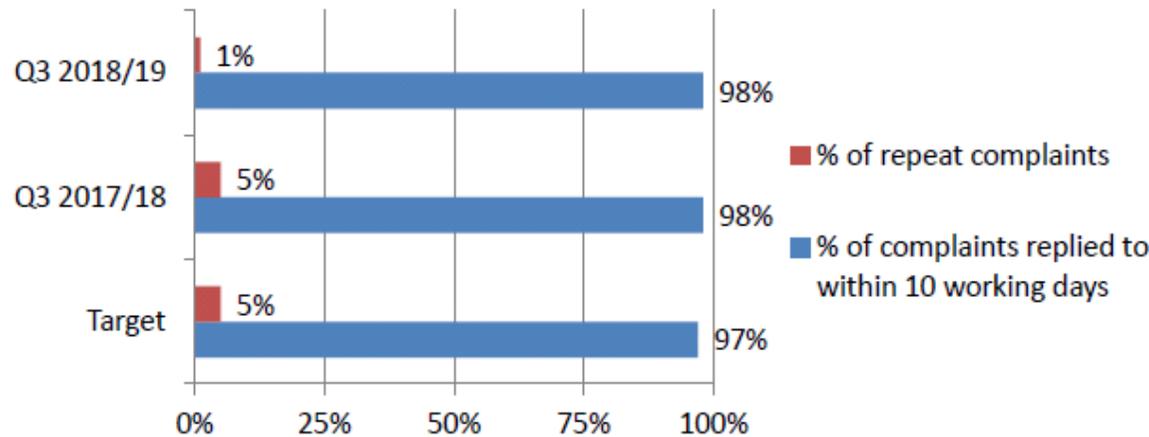
5 complaints were dealt with at stage 2 and 0 at stage 3 in Q3:

Service	Complaint	Outcome
<b>Stage 2</b>		
Recovery 0233	Issues with Council Tax payments	All processes followed correctly
Dem/Comm. Services 0254	Information rights concern	All processes followed correctly
Arboriculture 0261	Request for documentation regarding a TPO	All processes followed correctly
Waste/Recycling 0291	Unfairly made to pay for new waste bins	All processes followed correctly
Planning 0301	Disagreement with planning decision	All processes followed correctly



### Performance

The table below shows the current performance together with the performance for the same period last year. Repeat complaints have met target at 1%, an improvement from 5% last year. 98% of complaints were responded to within 10 days, no change from last year.



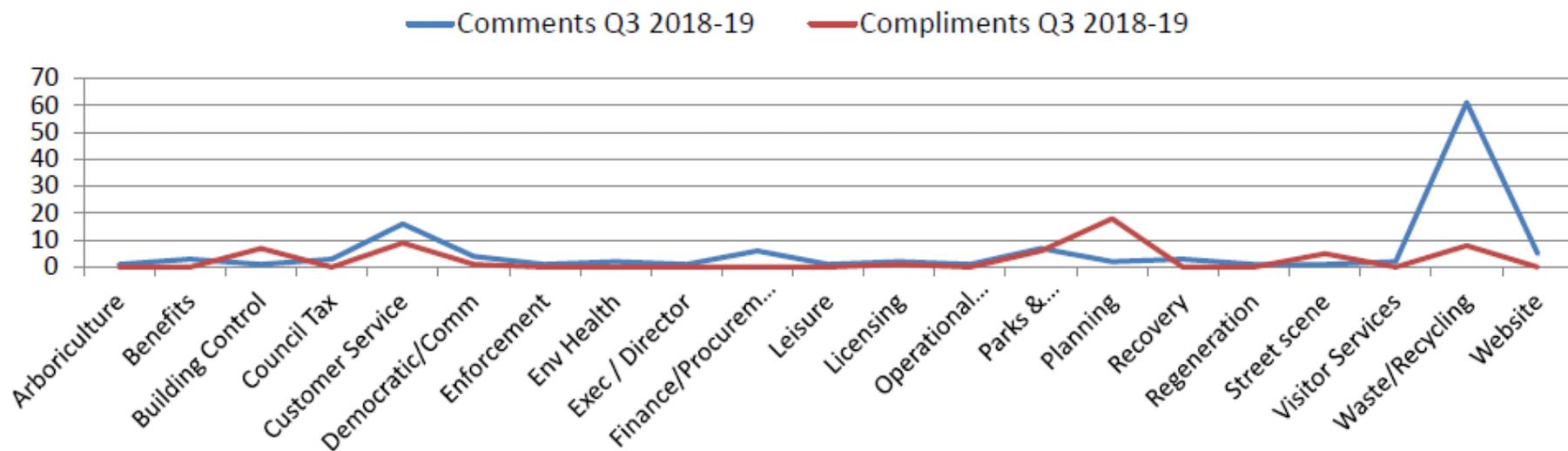
### Key Outcomes:

Council Tax moving forms have been reviewed with IEG to capture the correct information.



**No Repeat issues for Q3**

**Ombudsman Decisions.** The Council received no Local Government Ombudsman decisions in Quarter 3.  
**Compliments and Comments** The Council has also captured 124 comments and 56 compliments through its feedback system during the period Apr to December 2018:



## Areas for Improvement: December 2018

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2018/19	Result Dec 2018	Service Manager Commentary (reasons for performance / SMART actions to improve)
Housing Benefits Processing: Time taken to process new claims	Aim 1: Increased supply of good quality affordable homes	Head of Customer Services	18 days	22.9 days	There is a slight improvement this month but the number of Housing Benefit New Claims is reducing due to the introduction of Universal Credit, this makes it difficult to make significant differences to the average time to process the claims.  There is a slight improvement this month and we anticipate some very quick changes to be processed in the next few weeks which should reduce the average figure further.
Housing Benefits Processing: Time taken to process changes of circumstance			7 days	10.7 days	
Number of households in temporary accommodation			10	11	The temperature/time of year have increased the pressure on temporary and/or emergency accommodation
% of invoices paid in line with terms of contract	Aim 2: Effective use of financial and other resources to ensure value for money	Finance and Procurement Manager	96%	91%	Payments over 30 days equated to 12% of the total payments made in December of which 63% of payments to suppliers were actually made in less than 10 days. 34% of the late payments were due to delays for goods receipting (GRNs) in a number of service areas, Services will be reminded about the necessity for prompt GRNs to initiate the payment and if in dispute to clearly communicate this to the creditors' team. The remainder were due to non compliant invoices without Purchase orders. Considering the team is currently working on a reduced capacity, 9% (3 invoices) were due to a creditors team delay, we are continuing the momentum to improve the PI for the year end.

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2018/19	Result Dec 2018	Service Manager Commentary (reasons for performance / SMART actions to improve)
% of household waste sent for reuse, recycling and composting	Aim 4: Effective recycling and waste management	Head of Operational Services	59%	54.71%	Results are estimated as data not received in time for submission from SCC or contractors
KG's of residual waste per household.			375kg	331kg	Results are estimated as data not received in time for submission from SCC or contractors
Alliance Measures					
% of Procurement activity on forward plan (Joint Alliance measure)	Aim 2: Effective use of financial and other resources to ensure value for money	Finance and Procurement Manager	72%	62.18%	A number of reactive lower value single source commissions were made earlier in the year, some of which were in relation to the SMDC local plan. Quarter three service reviews were deferred to January and are now taking place. Out of 32 exercises completed this quarter, 21% were reactive due to urgent requests. 78 % were planned activity. If we deducted the reactive cases, the year to date result would be 68%-much closer to target.

For a full list of all performance measures and the Q3 results please visit the Performance Management page on the Intranet or click on this link.

<http://hpbc.alliance-online.org/transformation/performance-management>